imperial princes, were to be addressed as "Monseigneur," or "Your Highness/' either "imperial" or "most serene/' as the case might be. The Emperor himself was to be addressed as "Your Majesty" or "Sire." His civil list was twenty-five million francs; the income of each "arch" dignitary was a third of a million. Cambaceres was made Chancellor; Lebrun, Treasurer; Joseph Bonaparte was appointed Elector, and Louis, Constable; Fouche was reappointed Minister of Police; Talleyrand remained Minister of Foreign Affairs. The heraldic device chosen for the seal of the Napoleonic dynasty was the favorite symbol of the Holy Roman Empire, an eagle "au vol" — that is, on the wing.

There was nothing original in the idea of all this tawdry state except the institution of the marshals, which was altogether so. In prosperity this military hierarchy was a bulwark to the Empire, but in adversity it proved a serious element of weakness. The list was shrewdly chosen to assure the good will of the army. Jourdan, who as consular minister had successfully pacified Piedmont, was named as having been the victor of Fleurus in 1794; his republicanism was thus both recalled and finally quenched. Berthier was rewarded for his skill as chief of staff; Massena for his daring at Rivoli, his victory at Zurich, his endurance at Genoa. Augereau, another converted democrat, was remembered for Castiglione; Brune was appointed for his campaign in Holland against the Duke of York; Davout for his Egyptian laurels; Lannes and Ney for their bravery in many actions; Murat as the great cavalry commander; Bessi£res as chief of the guards; Bernadotte, Soult, Moncey, and Mortier for reasons of policy and for their general reputation.

The "Kon couchant" had been suggested as the heraldic device of the new Empire, but Napoleon scorned it. In all his preparations he carefully distinguished between